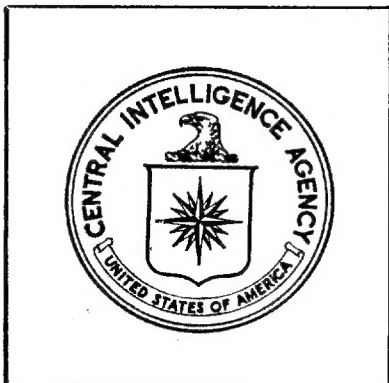


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DIRECTORATE OF INTELLIGENCE

Personnel Handbook

DDI Management Staff
August 1974

FOREWORD

The Intelligence Directorate Personnel Handbook is designed to serve as a reference aid for Directorate personnel policies and procedures. It should be available for use by *all* employees.

The Handbook is intended to complement Agency personnel policies and procedures as contained in the Headquarters Regulations. It does not cover all personnel activities, procedures, and problems. The supervisor, component personnel officer, the Directorate personnel officer, or Headquarters Regulations should be consulted on any personnel matters not covered by this Handbook and for a more detailed and comprehensive explanation of Agency-wide personnel policies and practices.

The Handbook will be updated as required to reflect changes in Directorate personnel policies and procedures. Suggestions for improving the Handbook, or Directorate policies and procedures therein, should be addressed to the component personnel officer or to the DDI Management Staff.

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SECTION I

DIRECTORATE PERSONNEL POLICIES

1. The most valuable asset of this Directorate is its people – professional, clerical, and technical. In recognition of this critical role in the success of all of our efforts, the following personnel policies are established for guidance of all people in the Directorate.

2. It is DDI policy to

a. encourage the continuing improvement in the quality of performance of the people in the Directorate by:

- ensuring that all individuals are aware of training opportunities and receive the type and amount of training necessary for effective performance in their current assignment and that additional training be provided as appropriate to foster growth throughout the period of employment;
- encouraging and assisting employees to continue formal education while pursuing a career in this Directorate; and
- encouraging participation in professional and academic conferences and "outside" publication of research (within the constraints of security and propriety).

b. provide equal opportunity to all employees in the Directorate by:

- ensuring equal and fair employment opportunities for all employees irrespective of race, color, religion, sex, age, or national origin;
- ensuring that selection for advancement and assignment is based entirely on merit, expressed most simply as quality of performance;
- informing employees of job opportunities and considering all applications on a competitive basis. It is further DDI policy that no person be penalized for applying for a vacancy;
- offering opportunity for those non-professionals who are judged to have the interest, aptitude, potential, and motivation for movement into professional-type positions;

- requiring a continuing evaluation of all people so that timely actions may be taken to reward, promote, or reassign individuals as appropriate; and
 - recognizing the importance of the contribution of each individual – in collection, processing, service, and production components – to the intelligence process.
- c. ensure that employees are given impartial treatment by:
- requiring that meaningful performance evaluations are prepared according to Directorate guidelines to ensure consistency in the application of evaluative standards and to provide individuals with a basis for measuring their progress;
 - ensuring that any grievance or misunderstanding will be considered impartially and readily through announced procedures;
 - encouraging employees to discuss with supervisors, or any member of management, Directorate policies or activities and to suggest improvements in them;
 - providing each individual with a mutually agreed written explanation of duties and responsibilities that will form the basis for the evaluation of performance; and
 - providing some opportunities for recognition of unique abilities through promotion to senior grades without assuming supervisory responsibilities.

SECTION II

STRUCTURE OF THE CAREER SERVICE

A. Policy

1. The Intelligence Directorate Career Service Board and its career service panels advise, assist, and support the DDI and the Intelligence Directorate Operating Officials in the area of personnel management. Directorate Operating Officials are responsible for establishment of the subpanels and for their operation in accord with Directorate standards, processes, and criteria. Each Operating Official shall create only as many subpanels as are considered essential to successful personnel management.

2. The role of the Directorate Board and panels is to guide and assist supervisors in their responsibilities, not to replace their authority or relieve them of their responsibilities.

B. Directorate Career Service Board*

Chairman: DDI

Members: ADDI (Vice Chairman), Office, and Service Heads
and Chief, DDI Management Staff

Secretary: Deputy for Administration, DDI/MS

The Chairman may augment the membership. Meetings will be held at least twice a year. Functions of the Board are:

1. To advise the DDI on the management of supergrades.
2. To advise, assist, and support the DDI in establishing and reviewing standards, criteria, and procedures for personnel management.
3. To advise, assist, and support the DDI in periodic review of Directorate personnel management, including intradirectorate personnel movement.
4. To advise the DDI on specific activities as requested; these will include DDI selections for mid- and advanced-level internal training, DDI nominations for

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* This Board will also serve as the Senior Personnel Resources Board (SPRB) required by [REDACTED] It replaces the DDI Professional Development Panel.

candidates for senior schools, and DDI selections for overseas assignments (other than routine [REDACTED] rotational assignments).

C. Career Service Panels

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1. Each member of the Directorate Career Service Board will establish a career service panel to assist and advise on personnel management. Subpanels may be established when essential for effective personnel management. An Office notice specifying the structure, membership, functions, area of responsibility, and minimum meeting schedule for each panel/subpanel will be issued and kept current. The Office/Service panels must act within the framework of the standards, criteria, and procedures specified by the DDI. Each panel will consist of at least five members and shall include a senior administrative or personnel officer as secretary.

2. Each panel must advise its member of the Directorate Career Service Board at least twice a year on the results of its competitive evaluation of those employees under its jurisdiction. Other normal functions may include advice and assistance to the unit head in such areas as recruitment policy, career planning, reassignments and TDYs, training, promotions, awards and QSI, retirement matters, personnel procedures and performance, upward mobility, and equal opportunity. Each panel will keep brief minutes and will forward a copy of the semiannual competitive evaluation to the Secretary of the Directorate Career Service Board.

SECTION III

PERSONNEL EVALUATION

A. Policy

Letters of Instruction, performance evaluations, and competitive evaluation are the principal elements in the DDI personnel evaluation program. Letters of Instruction are statements that supervisors will work out with employees on the nature and scope of their work. These statements will be revised as appropriate to record significant changes in the duties or responsibilities or in specific performance objectives. Performance evaluations must be based on Letters of Instruction and are concerned with performance in the present job of the employee. Competitive evaluation is a tool to assist management in making judgments concerning the individual employee's future and potential.

B. Letters of Instruction

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1. Letters of Instruction will be in accord with [REDACTED] [REDACTED] To the extent practicable and in order to provide a framework or standards against which the employee's performance may be rated, the statement will include annual performance objectives that specify the results that the employee should achieve. The supervisor and the employee will establish, define, and agree upon annual performance objectives and, when practicable, action plans.

2. The performance objectives will describe fully what an employee is expected to do during the next annual period. For some positions, the Letter of Instruction may include both qualitative and quantitative standards for performance. The qualitative standards of performance, however, are primary for all positions. An action plan would set forth the timing for the accomplishment of the objectives. Performance objectives and action plans should be revised to record significant changes in goals.

C. Performance Evaluation

1. In the interest of achieving reasonable uniformity within the Directorate on standards against which performance will be rated and in the preparation of the Fitness Report forms, the following considerations will apply.

2. Policy and procedure will be in conformance with Agency regulations, particularly [REDACTED] the instructions contained in the Fitness Report form and its attachments, and this Handbook. All DDI Fitness Reports will bear a single stamp indicating that the performance evaluation has been prepared in accord with

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this Handbook. DDI policy demands meticulous compliance with the performance evaluation instruction calling for specific evaluation of how well supervisors supervise.

3. Performance evaluations are only one part of the total personnel evaluation process. The performance evaluation should reflect what an employee does and how well he or she does it. Potential for advancement should be addressed in the competitive evaluation process (see the following section).

4. No employee should be surprised by the content of his or her performance evaluation. It is the responsibility of supervisors to keep their people informed, and all employees should have a current and continuing appreciation of how the supervisor views their work. In completing the Fitness Report form, specific duties should be listed in order of importance and weighed accordingly in arriving at the overall rating. The rater should also take account of factors (which will be discussed in the narrative) affecting performance such as attitude, imagination, and ability to get along with others.

5. Each employee is required to read and sign the completed Fitness Report form at two points in the process -- once before the reviewing official has added his comments, and once after. The employee's signature merely acknowledges that he has seen the Fitness Report. An employee who does not agree with the performance evaluation contained in the Fitness Report may attach his own comments which will be included, along with the Fitness Report, in the employee's official record.

6. It is expected that most DDI employees will receive an overall rating of Proficient. A proficient employee is one whose performance is satisfactory. The degree of skill with which a proficient person does his or her job can and should be described in the narrative section of the evaluation. An overall rating of Proficient is fully acceptable for consideration for promotion and other career development actions.

7. An overall rating of Strong should be reserved for those who clearly surpass most others in their grade in overall performance, including such factors as substantive ability, initiative, and dependability.

8. An overall rating of Outstanding should be awarded rarely. It should be given only to an employee whose performance is without question outstanding in *all* important respects. Performance evaluations containing ratings of Outstanding will recommend appropriate action to recognize the performance or explain why special recognition is not warranted or appropriate.

9. A rating of Marginal on one or more specific duties should be used when performance is deficient in some significant respect. The rating should be interpreted

by the employee as a failure to measure up to the minimum performance standard for the duty or duties involved. It signifies that remedial action is required by the employee. The deficiency or deficiencies will be specified in the narrative section of the Fitness Report form.

10. When an overall rating of Marginal is used, the employee will be given a separate memorandum explaining the deficiencies in the employee's performance and the proposed remedies. The memorandum will be prepared by the supervisor in consultation with his or her superiors and will stipulate a time limit for overcoming the deficiencies. Upon expiration of the time limit, the supervisor will either prepare a special performance evaluation rating the employee Proficient or a memorandum warning the employee that unless his or her performance is brought to the Proficient level in 90 days an Unsatisfactory performance evaluation will be prepared.

11. A rating of Unsatisfactory on one or more specific duties signifies that the employee's performance is not acceptable for the specific duty or duties involved and indicates that immediate, positive remedial action is required. The nature of the specific unacceptable performance and of the corrective action being taken will be set forth in the narrative section of the Fitness Report form.

12. An overall rating of Unsatisfactory indicates that the employee's performance is unacceptable. This rating requires immediate action. The nature of the action could include counseling, further training, placement on probation, reassignment, demotion, or separation. An overall rating of Unsatisfactory following an overall rating of Marginal normally would result in a recommendation for separation from the Agency. Employees should realize that remedial or corrective actions do not in all cases improve performance. If not, separation may occur.

13. A periodic step increase, if one is due, should be withheld if an employee has been given an overall rating of Marginal or Unsatisfactory. When a step increase is withheld, the supervisor must inform the employee by memorandum. (See [REDACTED] for detailed information on all aspects of step increases.)

14. Comments by reviewing officials on performance evaluations should, wherever possible, cast further light on the performance of the employee being assessed and add perspective to the rater's comments. The simple statement "I concur" will be avoided.

D. Competitive Evaluation

1. [REDACTED] requires that all employees in grades GS-09 through GS-15 be competitively ranked at least annually. Directorate practice will be to rank also as many employees below GS-09 as is practicable.

Heads of Directorate panels will develop, and make available to employees coming under the panels, explicit ranking criteria and will specify the lowest grade to which their unit evaluation process applies (see Section II, paragraph C). Directorate career service panels will prepare competitive evaluations in March and October of each year. A copy of the competitive ranking will be forwarded to the Secretary of the Directorate Career Service Board. These evaluations will be based on performance, potential, and overall usefulness.

2. The Directorate career service panels will use the following categories for competitive rankings:

- I. Promotion or selection to a higher graded position clearly warranted.
- II. Consideration for promotion or for selection to higher graded position warranted.
- III. Consideration for promotion or for selection for higher graded position not yet warranted (to include those newly assigned or promoted).
- IV. Not suitable for promotion or for selection to higher graded position at this time.
- V. Not suitable for promotion or for selection to a higher graded position at any foreseeable time.

3. Each panel will rank numerically the lowest three percent of the persons evaluated by that panel without regard to individual grades. Those individuals who are ranked in the lowest three percent of each DDI panel will be notified by an appropriate officer of that fact within two weeks and a record made of that notification except where the DDI accepts a contrary recommendation. The identification of the three percent for each panel will be arrived at by comparing those at the bottom of all grade levels and determining which are least essential. The three percent may well include persons whose performance evaluation is Proficient. The notification of those in the lower three percent is to provide those so listed with an opportunity for counseling, to improve their performance, or to search for a new assignment.

4. The panels must ensure that all persons for whom the panel is responsible are included regardless of location of current assignment. The rankings must include those serving overseas, in other directorates, on detail outside this agency, on leave without pay, or on extended training.

5. Should it become necessary to reduce personnel strength within the Directorate, the results of this ranking system will be used as a guide.

SECTION IV

PROMOTIONS

A. Policy

1. The Intelligence Directorate promotion policy will accord with [REDACTED] and with Agency personnel objectives. Performance is the primary determinant for promotion. Promotions are limited by headroom. The responsibility for initiating recommendations for promotions lies primarily with the immediate supervisor. Promotion authority lies with the DCI, DDI, and heads of DDI Offices and Services. They may delegate some part of the authority.

2. The Directorate Career Service Board and Office or Service panels are advisory bodies; their recommendations must be considered but do not govern. When considering promotions, the Board or panels must review all eligible employees.

B. Responsibilities

1. Promotions up to GS-13 are recommended by the immediate supervisor. The concerned career service panel reviews and advises the head of the concerned Office or Service, who is the promoting authority. The head of the Office or Service may delegate authority for promoting up to and including GS-08. When this authority is delegated, the delegation will be made known through an office notice.

2. Promotions to GS-14 and GS-15 are recommended by the immediate supervisor. The career service panel of the Office or Service to which the individual is assigned reviews the recommendation and advises the head of that Office or Staff who then may approve the recommendations. The Office, Service, or Staff head is the promoting authority, with the concurrence of the Vice Chairman of the Directorate Career Service Board (ADDI), who may request review and advice by that Board.

3. Supergrade promotions are initiated by the head of an Office, Service, or Staff and the DDI. The Directorate Career Service Board advises the DDI on such requests. The DDI will recommend promotion to, or within, supergrade ranks. The DCI has the promotion authority.

4. The Office rankings of employees will be used by the panels, where applicable, in the review of individual recommendations for promotions and as a tool to ensure that all employees in the appropriate competitive rankings are considered for promotion.

C. Headroom

1. The Career Service Grade Authorization (CSGA), prepared monthly by the Office of Personnel, compares office-level "tables of organization" with the numbers and grades of the persons assigned to the Office. It also records the number of "promotion spaces" or "headroom" available for each grade level in each Office and in the Office of the DDI and staffs. Promotions will not be forwarded by an Office, Service, or Staff unless the CSGA shows headroom (promotion space available on the CSGA to the grade to which the promotion will raise an individual) or unless prior approval has been given by the DDI Management Staff.

2. In addition, when not precluded by the need for organization flexibility, Directorate employees should be assigned to positions in Staffing Complements that accommodate their grades, duties, and work location. Because the DDI work force is continually changing and because world situations and customer requirements may change more rapidly than is convenient for organizational restructuring, there are occasions when this condition cannot be achieved.

D. Promotion Criteria

The quality of performance is the primary criterion for Intelligence Directorate promotions while headroom is the basic constraint. Potential overall usefulness and time in grade are relevant considerations. Training, in and of itself, is not a factor in the promotion process.

E. Time-in-Grade

1. The following are time-in-grade data and guidelines:

For some time after a person enters on duty or is assigned a new task, he or she is normally learning the job; after this, performance must be observed before promotion is considered. An individual must be *considered* formally for promotion to grades GS-04 through GS-06 not more than nine months, and to GS-07 through GS-15 not more than twelve months, following his or her last promotion or assignment. A supervisor, panel, or Board may consider earlier promotion if the individual's performance is clearly above his or her present grade level.

2. The following table shows the actual range of time (in months) and the median time for promotions in the Intelligence Directorate during Fiscal Year 1973. The median number indicates that half the individuals in this grade were promoted in less than this time and half in more.

**Data on Promotions in the Intelligence Directorate
Fiscal Year 1973**

Promotion to Grade	Number of Months Since Last Promotion	
	Range ¹	Median ²
GS-04	5-16	10
05	6-96	11
06	7-96	17
07	7-68	16
08	8-173	17
09	7-75	13
10	10-198	20
11	6-140	14
12	14-233	34
13	19-196	43
14	11-212	46
15	8-185	70

1. The minimum and maximum figures in this column are based on DDI promotions to the grade indicated during fiscal year 1973. The larger figure is NOT a maximum time in grade—i.e., people have been and will continue to be in some grades for longer periods.

2. The median time-in-grade figures shown are also based on actual experience during fiscal year 1973.

3. In general, as indicated above, promotions within the Intelligence Directorate are made only after the individual has demonstrated clearly the ability to perform effectively at the grade level to be achieved through the promotion.

F. Periodic Step Increase

1. The granting of a periodic step increase to an employee is contingent upon the completion of a prescribed waiting period and a positive certification by the employee's supervisor on Form 560, Pay Change Notification, that the employee's work is of an acceptable level of competence [REDACTED]

2. The waiting period for advancement to the next higher within-grade step is as follows:

- 52 weeks in steps 1, 2, and 3
- 104 weeks in steps 4, 5, and 6
- 156 weeks in steps 7, 8, and 9

Leave without pay in excess of 2, 4, and 6 weeks, respectively, must be made up before the waiting time in each category is satisfied.

3. An employee's periodic step increase can be withheld when his performance is not of an acceptable level of competence. In cases where a step increase is withheld and deficiencies in performance are deemed correctable, the employee shall be given all reasonable assistance and guidance to help him improve his work and establish eligibility for the step increase. A positive certification that the employee's work is currently of an acceptable level of competence may be made at any time after a step increase has been withheld. Normally, however, such certification will not be made until the employee has demonstrated over a period of 90 to 120 days that he has raised his work performance to an acceptable level of competence.

SECTION V

VACANCY NOTICES

A. Policy

1. It is Directorate policy that a Vacancy Notice will be issued when a component has a vacancy and when the head of the Office, Service, or Staff concerned has not been able to identify a highly qualified and obvious candidate to fill the vacancy. Heads of all Offices, Services, and Staffs have the responsibility of ensuring that Vacancy Notices are distributed to all employees eligible to fill the positions advertised.

2. All employees in the Directorate will be given the opportunity to apply for vacancies without risk of being penalized for doing so. If an individual feels he is being so penalized, he has a legitimate grievance and may proceed accordingly (see Section VII).

B. Headquarters Vacancies

1. Components are required to issue Vacancy Notices (Form 2762, Figure 1) in accordance with the above policy. Primarily, these notices will be issued for professional vacancies in grades GS-11 through GS-15 and for clerical vacancies in grades GS-07 and above. It is anticipated that professional vacancies in grades GS-07-10, and most clerical vacancies in GS-04-06, will be filled by reassignments within an Office or through external recruitment, including Career Trainees.

2. A Vacancy Notice normally will be circulated within the Intelligence Directorate first. If the response to the Notice is inadequate, an Agency-Wide Vacancy Notice may be circulated after obtaining approval from the DDI Management Staff. An Agency-Wide Vacancy Notice may be issued initially if the vacancy is known to be hard to fill or the position was circulated within the Intelligence Directorate within the preceding year with insufficient response.

C. Overseas Vacancies

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1. It is Directorate policy to provide maximum opportunity for qualified employees to serve overseas in the limited number of positions available.

2. In order to make this useful experience available to the greatest number of employees, individuals normally will not be allowed to extend overseas tours of duty or be assigned more than one such tour.

Figure 1

CLASSIFICATION

VACANCY NOTICE

DIRECTORATE/OFFICE

POSITION TITLE	GRADE	POS. NO.
COMPONENT/LOCATION		
JOB DESCRIPTION:		
QUALIFICATIONS:		
DEADLINE FOR NOMINATIONS:		

Accompanied by Official Personnel Folder and current biographic profile

SIGNED _____
OFFICE _____
ROOM NUMBER _____
DATE _____

CLASSIFICATION

D. Procedures

Timing

1. Headquarters Vacancy Notices will be issued as the vacancies occur. Deadline for nominations normally should be at least three weeks from date of issuance.

2. A Vacancy Notice of all appropriate overseas professional positions normally will be issued at least 12 months prior to the expected vacancy, and 6 months prior to the date of the vacancy for an overseas clerical position.

Distribution

3. DDI Vacancy Notices are distributed to all DDI components and the Office of Personnel, Staff Personnel Division (OP/SPD). Printing Services Division, Office of Logistics, will make distribution and will be kept apprised of any changes in the distribution list by the DDI Management Staff. Within an Office, Service, or Staff, Vacancy Notices will be made available to all employees eligible to fill the positions advertised.

4. OP/SPD will make distribution to Offices of Agency-Wide Vacancy Notices.

Application for Vacancy

5. Individuals may apply or Office heads may nominate candidates who qualify and whose assignment would benefit the Agency and the individual.

6. Normally the heads of career service panels will forward only the applications of those individuals they determine to be qualified to fill the vacancy. However, an employee may request that his application be forwarded for consideration by the advertising component even though it does not have the endorsement of the head of his career panel. In such cases, the career service panel will note the lack of endorsement. All applicants will be informed of the action taken on their applications.

7. An applicant may, if he chooses, submit a memorandum with his application explaining why he thinks he should get the advertised job.

8. Application and endorsement will be made on Form 2762a (Figure 2).

Interview and Notification of Selection

9. Headquarters vacancies: The originating Office will review the qualifications of nominees and interview those in whom it is interested. The

Figure 2

CLASSIFICATION

NOMINATION FOR DDI VACANCY	
TO:	
THRU:	

DESCRIPTION OF VACANCY

POSITION TITLE	GRADE
COMPONENT	POSITION NO.

NOMINEE

NAME	GRADE	AGE
PRESENT POSITION	TIME IN AGENCY	
REASON(S) FOR VACANCY APPLICATION		
SIGNATURE OF NOMINEE	EXTENSION	DATE SUBMITTED

CAREER SERVICE BOARD ENDORSEMENT

DATE	SIGNATURE

FORM 2-74 **2762a** USE PREVIOUS EDITION

16

E. IMPDET CL. BY: _____

(4)

CLASSIFICATION

administrative officer of each component that submitted nominations for the vacancy will be notified when the selection has been made.

10. Overseas vacancies: Candidates for overseas positions will be reviewed by the Directorate Career Service Board with final selection by the DDI. The DDI will announce his final selection at an Executive Council Meeting. All applicants will be informed of the selection.

Release of Employee

11. Components must be willing to release the individual selected to fill Headquarters vacancies within three weeks of selection.

SECTION VI

EMPLOYEE COUNSELING

A. Policy

The Agency provides a wide variety of counseling services covering most employee needs. It is Directorate policy to provide effective counseling services which employees may use on their own initiative. When in doubt about where to seek advice and assistance on a particular type of problem, an employee should contact his or her supervisor, component personnel officer, or the Directorate Personnel Officer in the DDI Management Staff.

B. Job and Career-Related Counseling

1. It is first and foremost the responsibility of individual branch and division chiefs to provide job-related counseling to employees and to initiate recommendations on key personnel decisions. In addition, it is Directorate policy that each Office, Service, and Staff will have one individual who is responsible to the component director for counseling employees on their jobs and careers. The designated officer provides information and assistance on all aspects of job-related counseling and is knowledgeable of similar and additional counseling services offered by the Intelligence Directorate and the Office of Personnel. The designated counseling officer provides the component director with an independent view of the component's personnel development effort and monitors compliance with office-wide standards and accomplishment of agreed objectives. The officer responsible for counseling is expected to offer special counseling to employees who are in the lower rankings as a result of the personnel evaluation process (see Section III).

2. An employee may also seek counseling by the Directorate Personnel Officer (Ext. 5276) or other appropriate members of the DDI Management Staff. In addition, an Office, Service, or Staff may refer an individual to the Directorate Personnel Officer for counseling at the Directorate level.

C. Job Opportunity Counseling

1. See Section V on Vacancy Notices.

2. The component counseling officer is the focal point for obtaining information on job vacancies within the component and will assist the employee in determining what vacancies are available in other components of the Intelligence Directorate and the Agency.

D. Medical Counseling

1. The Director of Medical Services is responsible for planning and directing the Agency medical support program and for providing medical and psychiatric counseling to Agency employees. For additional information, employees should read:

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- a. [REDACTED] for available medical and psychiatric counseling services;
- b. [REDACTED] on treatment of alcoholism; and
- c. [REDACTED] on consultative services.

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2. Drug abuse information is also available in a special course offered by the Office of Training.

E. Security Counseling

Counseling on security matters is available from the component security officer, from the Directorate Security Officer (Ext. 5276), and from the Office of Security. Employees should refer to Headquarters Regulations Series 10 for Agency policy on various security matters. Employees are particularly referred to

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F. Financial Counseling

1. Public Service Aid Society - Employees can contact their component personnel officer or the Personal Affairs Branch, Office of Personnel.

2. Educational Aid Fund - Contact EAF Executive Secretary, Ext. 6081.

3. Conflict of Interest - See [REDACTED]

4. Insurance - Contact Insurance Branch, Office of Personnel.

5. Personal financial/budgeting counseling - Contact the Credit Union.

6. Income tax information and assistance - A notice is issued at the beginning of each year with the name of the person in each component who has been trained to offer income tax information.

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G. Equal Employment Opportunity Counseling

1. See Section VII, Subsection D.

2. In accordance with the DDI Affirmative Action Plan, each component career counseling officer will provide special upward mobility counseling for secretarial and other clerical employees.

H. Legal Counseling

Contact the Office of General Counsel.

I. Retirement Counseling

Retirement counseling is available from the Retirement Affairs Division, Office of Personnel. Employees are advised to read [REDACTED] for information on the Civil Service Retirement System (which is the system under which the majority of DDI employees will retire) and [REDACTED] for information on the CIA Retirement and Disability System. The Retirement Affairs Division also provides assistance in locating post-retirement employment.

J. Employee Conduct Counseling

1. [REDACTED] provide Agency policy and employee guidance on personal and official conduct.

2. [REDACTED] is required to be read by all employees once each year in October. The Headquarters Handbook provides guidance on limitations on outside activity (employment, appearances, publication, etc.), matters of security, conflicts of interest, and other matters related to the conduct expected of employees. The Deputy for Administration of the DDI Management Staff is the Deputy Counselor for the Intelligence Directorate. In this regard, please also see paragraph 16 of [REDACTED]

SECTION VII

EMPLOYEE GRIEVANCES

A. Policy

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1. It is Agency policy [REDACTED] that employees have the opportunity to present grievances for prompt and equitable consideration and disposition. By definition, a grievance is an employee's expressed feeling (oral or written) of dissatisfaction with any aspect of his working conditions and relationships which are outside his control.

2. Supervisors at all levels within the Intelligence Directorate are responsible for listening to and reviewing employee problems and for taking all necessary and feasible steps to deal with them.

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3. When grievances do arise, it is Directorate policy to provide a variety of channels which the employee may follow in seeking satisfaction. Directorate procedures supplement Agency policy as outlined in [REDACTED]. As specified in that regulation, if the employee determines that procedures within the Directorate failed to provide satisfactory redress to his or her grievance, the employee may ask for review of the case by the Director of Personnel or, ultimately, through the Inspector General, by the Director of Central Intelligence.

4. Even though there may not be a personal grievance, employees still have the right and responsibility to bring to management's attention any obvious failings in Directorate policies and activities that detract from efficient production and effective use of people or other resources. Channels for such suggestions or complaints include the employee's immediate line management, the DDI Management Staff, or the Management Advisory Group for the Intelligence Directorate (MAGID). This latter group, in its role as an informal supplement to established channels of communications, identifies problems worthy of management attention and suggests solutions for these and other matters already identified by management.

B. Review by Supervisors

All employees and their first-line supervisors are expected to be in regular dialogue regarding job performance, career development, and working conditions. Grievances should be raised first at this level. If the employee judges, however, that referral of the problem to the immediate supervisor would be unproductive, the matter may be discussed initially with other appropriate levels of management (e.g., with the division chief, Office or Staff chief, or the DDI) or with the Office's designated counselor for grievances (see Subsection C, below).

C. Grievance Counselors

Each Office and Service will designate an individual to provide counseling services to employees on grievances. Office grievance counselors will be identified in a DDI Notice for all employees. If a complaint is not resolved at the supervisor level, an employee should contact the designated grievance counselor for information, advice, and assistance. In unusual circumstances, an employee may prefer to discuss his complaint initially and informally with the grievance counselor in the DDI Management Staff (Ext. 5276) prior to discussing it with his own counselor. All discussions, prior to initiation of a formal complaint, will be kept confidential at the employee's option. The counselor may help the complainant define and understand the problem, suggest appropriate avenues for problem resolution, and/or inquire and intervene discreetly in order to call attention to the problem and facilitate efforts toward resolving the grievance. In addition to these roles, individual grievance counselors may serve on grievance panels, as specified in Subsection E, below.

D. Equal Employment Opportunity Program

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██████████ sets forth Equal Employment Opportunity policy, and ██████████ 6 May 1974, describes in detail procedures for resolving complaints of discrimination because of race, color, religion, sex, or national origin. Employees who believe that they have been discriminated against must first seek the advice of Equal Employment Opportunity Counselors within 30 days after the problem arises; five EEO Counselors are available within the Intelligence Directorate and there are four EEO Counselors at large for the Agency. These individuals are listed in ██████████. If satisfactory solutions are not found by working with the EEO Counselors, the employee may then file a formal complaint with the DDI EEO Officer (Ext. 5276). Additional appeal procedures are also provided for in ██████████. Employees who approach their supervisors or one of the designated grievance counselors with problems that appear to be EEO-related will be referred to appropriate procedures under the Equal Employment Opportunity Program.

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E. Grievance Panels

1. Most complaints should be resolved at the supervisory level through the efforts of grievance counselors or by Office- or Service-level action. If the employee is still not satisfied with the proposed resolution of his grievance, he has the right to be heard by a Directorate grievance panel. He will request such a hearing through his grievance counselor who will forward the request to the Chief, DDI Management Staff, with a copy to the head of the Office or Service. At the request of an Office grievance counselor, component head, or the DDI, a grievance panel will be appointed by the Chief, DDI Management Staff, and will consist of at least three of the designated grievance counselors in the Offices (the grievance counselor from the complainant's own Office cannot serve as a member of the panel hearing

complainant's case). The panel will have access to all information pertinent to the grievance and will make any investigation it deems appropriate to the complaint, including interviewing all of the people involved; reviewing policies, procedures, and facilities; and seeking expert opinions from outside the Directorate.

2. A report summarizing the complaint and detailing the panel's findings and recommendations will be issued by the panel within 21 days after the request for a hearing. Copies of this report will be submitted to: (a) the complainant; (b) the Chief, DDI Management Staff; (c) the chief of the employee's Office, Service, or Staff; and (d) the DDI. Any supporting or contrary views from any of the parties must be submitted in writing within two weeks of the date of the report. The decision regarding the panel's recommendations will be made by the Deputy Director for Intelligence. If the decision fails to satisfy the employee, he has a right to further appeal according to Agency regulations as noted in Subsection A, above.

F. Protection of Complainant

1. An employee with a grievance will *not* be vulnerable to, or suffer, any reprisal as a result of efforts to use established grievance channels as defined in this Section.

2. If there is any apparent attempt by a supervisor to retaliate against an employee as a result of the latter's efforts through established procedures to seek redress of felt grievances, the supervisor's action will be subject to prompt and critical review. Any evidence of such retaliation should be sent immediately to the attention of the Deputy Director for Intelligence and the person who chaired the grievance panel which heard the complaint.

SECTION VIII

AWARDS

A. Policy

1. Public Law 83-763 authorizes heads of Departments and Agencies to confer honor or monetary awards on those whose superior accomplishments contribute to the efficiency, economy, or other improvements of Government operations, or who perform special acts or services in the public interest. The Agency has established an Honor and Merit Awards Program [REDACTED] with awards as described in Subsection C, below. Another method of rewarding job excellence is the Quality Step Increase, which is designed to recognize sustained high-quality performance [REDACTED]

2. The Directorate supports these programs and encourages participation. A recent survey of DDI honor and merit awards since 1954 reveals that clerical and lower graded analysts have received comparatively little recognition under the program. Directorate supervisors are urged to be alert to acts of unusual merit or achievement, or sustained superior performance, at whatever grade so the appropriate recognition action may be taken. Recommendations for awards should be made as soon as evidence of merit or achievement is in hand so that recognition will be prompt.

B. Quality Step Increase

A quality step increase is granted, apart from and in addition to the regular step increase, in recognition of high-quality performance. High-quality performance is characterized by an employee performing the functions of his position with unusual proficiency and in a manner that substantially exceeds the normal requirements of his assignment. To warrant consideration for a quality step increase, high-quality performance must be sustained for at least six months and must give promise of continuing. A quality step increase may also be awarded for outstanding performance in a special assignment of less than six months duration. There may be instances when a specific accomplishment on which a quality step increase is based also warrants recognition under the Honor and Merit Awards Program. Approval of a quality step increase does not preclude this additional recognition.

C. Honor, Merit, and Service Awards

Awards for Heroism and Courage

1. There are three awards in this category. The highest is the Distinguished Intelligence Cross, which may be awarded for exceptional heroism and exemplary

courage. The Intelligence Star is for courage and grave personal risk. A Certificate of Distinction may be awarded for courageous performance under hazardous conditions.

Awards for Service

2. The highest service award is the Distinguished Intelligence Medal, which may be given for outstanding service or achievement of a distinctly exceptional nature the results of which constitute a major contribution to the Agency's mission. The Intelligence Medal of Merit may be awarded for especially meritorious service or achievement which has contributed significantly to the Agency's mission. The Career Intelligence Medal may be awarded for a cumulative record of service which reflects achievement that substantially contributed to the Agency's mission, and is awarded only on retirement. There are two certificates which may be awarded, one of Distinction and one of Merit. Either may be given for sustained superior performance or a significant single act of merit.


Unit Citations

3. The Meritorious Unit Citation may be awarded to Agency units or groups whose collective performance has resulted in clearly superior accomplishments.

Monetary Awards

4. While it is possible to make a monetary award concurrently with the awarding of one of the medals or certificates, such dual awards have not been given in recent years. However, the Agency has recently established a new system (the CIA Special Achievement or Exceptional Accomplishment Awards System) which will make cash awards for employee accomplishment. There are two award categories, the Exceptional Accomplishment Award for unusual and exceptional achievements and the Special Achievement Award for performance exceeding job requirements. These may be awarded in conjunction with the Certificate of Distinction or Certificate of Merit, or may be awarded separately.

Other Awards

5. There are also a number of other awards such as Presidential and Government-wide awards. These are described in 

D. Procedures

1. Any CIA employee may initiate a recommendation for an honor and merit award by submitting Form 600, Recommendation for Honor and Merit Award (Figure 3). It must be submitted to the Honor and Merit Awards Board through the head of the individual's career panel and the Deputy Director for Intelligence.

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Figure 3

CLASSIFICATION			
RECOMMENDATION FOR HONOR OR MERIT AWARD <i>(Submit in triplicate - see [REDACTED])</i>			STATINTL
SECTION A			
1. EMPLOYEE NO.		2. NAME OF PERSON RECOMMENDED (<i>Last, First, Middle</i>)	
3. POSITION TITLE			
4. GRADE	5. SD	6. OFFICE OF ASSIGNMENT	7. RECOMMENDED AWARD
8. INCLUSIVE DATES FOR WHICH RECOMMENDED		9. IF RETIRING, DATE OF RETIREMENT	
		10. POSTHUMOUS	
		YES NO	
11. HOME ADDRESS		12. HOME PHONE	
SECTION B			
LIST ANY PERSONNEL GIVEN AN AWARD OR RECOMMENDED FOR AWARD WHO ASSISTED IN THE ACT OR PARTICIPATED IN THE PERFORMANCE.			
13. FULL NAME		14. TYPE OF AWARD	
SECTION C			
ATTACH NARRATIVE DESCRIPTION OF PERFORMANCE OR SERVICE WARRANTING AWARD, ANY SUPPORTING DOCUMENTS AND A PROPOSED, UNCLASSIFIED CITATION.			
SECTION D			
15. TITLE AND SIGNATURE OF EMPLOYEE MAKING RECOMMENDATION			DATE
16. HEAD OF _____ CAREER SERVICE (<i>Career service of nominee</i>)	TITLE AND SIGNATURE	DATE	
17. DEPUTY DIRECTOR OF CAREER SERVICE	TITLE AND SIGNATURE	DATE	
18. DEPUTY DIRECTOR OF OPERATING COMPONENT	TITLE AND SIGNATURE	DATE	

Nominations for the two monetary awards, the Exceptional Accomplishment Award and the Special Achievement Award, should be submitted to the Chairman, Suggestion and Achievement Awards Committee, through the Deputy Director for Intelligence.

2. Advice on assessing employee performance that might qualify for an award, and assistance in preparing the recommendation, may be obtained from the DDI Member, CIA Honor and Merit Awards Committee (Ext. 5873).

E. Presentation Ceremonies

The ceremony for the presentation of an award is a vital part of the awards procedure. Unless circumstances preclude it, the various medals are usually presented by the DCI or DDCI. Certificates and unit citations are presented by the DDI. In either case, Intelligence Directorate Office Directors, close family members, and co-workers are normally in attendance.

SECTION IX

SURPLUS PERSONNEL*

A. Policy

From time to time it is necessary to make resources available for meeting new requirements or accommodating to imposed ceiling reductions. Under these circumstances, the resources of the Directorate are reviewed periodically in order to eliminate or reduce the personnel and funds allocated to less essential functions. It is Directorate policy that such personnel reductions will be made to the extent possible from among persons competitively ranked in the lowest three percent and with due consideration to the functions being reduced. In the case of reductions that involve particular positions or skills, every effort will be made to locate new assignments for employees. If suitable positions are not available, the DDI must of necessity declare the employees surplus in accordance with Agency procedures detailed in [REDACTED] (summarized below).

B. Procedures

If it becomes necessary to eliminate or reduce a function and associated positions, the following procedures will apply:

1. The Office head, with the advice of the career service panel when appropriate, will review the experience record, qualifications, and relative ranking of each employee involved to determine whether the employee can be assigned to another appropriate position within the Office. If it is determined that a suitable assignment is not available, the employee will be declared surplus to the Office's needs. (See Figure 4 for a sample Office, Service, or Staff Notification of Excess Memorandum to Employee.)

2. The employee's official file will then be referred to the DDI Management Staff for review to determine if suitable vacancies exist in other components. Normally, this will include requesting appropriate Offices to review the total record of the employee and to interview the employee if there is potential interest. Where an employee has unique experience or skills, other directorates may be asked to

* This section deals with the separation of employees primarily because of reduced ceilings or reduced requirements for particular skills. Performance on the job is a factor in this process only if a particular skill area (e.g., economic analysis; computer programming; etc.) is being *reduced*, in which case the relative ranking of employees with the same skills will be used as a guide. Section III, Subsection D of this Handbook, describes Directorate policies and procedures for the separation of employees for performance alone.

Figure 4

Sample Office, Service, or Staff
Notification of Excess Memorandum to Employee

Date

MEMORANDUM FOR : Employee's Name

Because of the termination of the _____ Program and the dissolution of the _____ Division, I hereby advise you that you have been declared excess to the staffing requirements of the Office of _____. In making this determination, I have taken into consideration the current and anticipated personnel requirements of the Office, your qualifications, your professional specialties, and your grade. I sincerely regret the necessity for this action.

The Directorate and the Office of Personnel will now initiate prescribed procedures, including formal efforts to place you elsewhere in the Agency.

NAME
Director, Office of

OR:

Because of personnel reductions imposed upon this Office (or Service, Staff), the position you occupy has been selected for abolishment. I hereby advise you...

review an employee's file for interest. If no appropriate assignment is found, the DDI will declare the employee surplus to the Directorate. (See Figure 5 for a sample Directorate Notification of Excess Memorandum to Employee.)

3. A copy of the Directorate Notification of Surplus will be transmitted to the Director of Personnel who will then advise the employee of his right to make oral or written representation to an appropriate officer of the Office of Personnel. (See [REDACTED] for procedure to be followed by the Director of Personnel.)

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Figure 5

Sample Directorate
Notification of Excess Memorandum to Employee

Date

MEMORANDUM FOR : Employee's Name

SUBJECT : Notification of Determination as Excess

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1. I regret to inform you that I have determined that you are excess to the manpower requirements of this Directorate, under my authority as prescribed by subparagraph b.(1) of [REDACTED]. In making this determination, I have taken into consideration the current and anticipated manpower requirements of this Directorate, as well as your performance, the nature of your service, and your qualifications and grade.

2. I am furnishing the Director of Personnel with a copy of this memorandum. In accordance with the regulation, the Director of Personnel will notify you of your right to make oral or written representations to an appropriate officer of the Office of Personnel in opposition to this action by me.

Deputy Director for Intelligence

SECTION X

ROTATIONAL ASSIGNMENTS AND TRANSFERS

A. Policy

It is Directorate policy to encourage transfers and rotational assignments where such assignments will provide a meaningful experience to the individual and will be of benefit to the Agency.

B. Rotational Assignments

1. Rotational assignments may be within the Directorate, to other directorates, or to overseas positions and are limited normally to two years. Rotational assignments are made as a result of a specific vacancy or a request from another Office or Directorate. They are used primarily for career development when a benefit will accrue to the individual and to the Agency.

2. Consideration for assignment to a rotational assignment will be given to all personnel applying as a result of a Vacancy Notice. Employees may also advise their personnel or administrative officer that they would like to be considered for future rotational assignments.

3. Employees are selected for rotational assignments based on their qualifications, experience, and the requirements of the position. If assignments are inside the Directorate, or to another Directorate, Office heads or their designees will make the final selection. If the assignment is to an overseas position, including candidates will be reviewed by the Directorate Career Service Board with final selection by the DDI.

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4. Employees on rotational assignment will retain their career designation with the expectation that they will return to their parent office at the conclusion of their tour. For overriding operational reasons, rotational tours may be extended one year. Tours beyond three years will no longer be considered rotational, and the individual's career designation will be changed

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5. Opportunities for rotational assignments to foreign posts either within this Directorate or with the DDO are extremely limited; therefore, extensions beyond the normal tour-of-duty will not be approved. Personnel who have served one tour-of-duty abroad normally will not be considered for a second tour.

C. Transfers

1. The transfer of officers from one component to another or to other directorates is encouraged where it fills a particular need of an organization, when it results in a better placement, or gives an individual opportunity for growth. Employees, career service panels, and managers should be alert for opportunities to effect transfers which will benefit an employee and the Agency.

2. Transfers may be initiated by an employee in the following ways:

- by responding to an Agency or DDI Vacancy Notice (see Section V);
- by requesting that the official file be shopped. This is accomplished by talking with supervisors or the component administrative officer. Employees should have in mind a specific office or function for which they would like to be considered, or they may request shopping to all components feasible to see what opportunities may be available;
- by informal contact with personnel in the components. While this approach is the least desirable, it is recognized that informal channels do exist and often result in transfers. If opportunities do arise through this method, employees should immediately proceed through supervisory channels to request transfer approvals.

SECTION XI

TRAINING

A. Policy

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1. It is Agency policy [REDACTED] that all employees receive the training required to foster efficiency and economy in the operation of the Agency and to develop and maintain the highest possible standards of performance.

2. In accordance with this policy, the Directorate encourages and, within budgetary and resource limitations, supports internal and external training giving employees the skills and understanding to handle their assignments, increase their effectiveness, and help to develop their potential for greater responsibility. While training may enhance possibilities for advancement, by itself it does not entitle an employee to such advancement.

B. Responsibilities

1. Training for many career employees depends to a significant degree on individual initiative. Every employee is expected to keep alert to training opportunities and to take the initiative toward self-improvement.

2. Supervisors are responsible for managing whatever immediate training is necessary for effective employee performance. Supervisors should also help identify training needed to develop an employee's potential, discuss longer term training possibilities with the employee, and recommend and approve training applications.

3. The Office or Service head or Staff chief oversees the component's training program with the advice of career panels; determines, in accordance with Agency policy and regulations and under DDI guidance and control, the training needs of the unit and the criteria for selecting employees for training; may establish training programs designed to meet the specific needs of the component; designates one or more training officers to see to it that proper training policies and procedures are being applied; and must ensure that the employees and first-line supervisors have adequate opportunity to acquaint themselves with the existence of training relevant to their respective positions, functions, and grades.

4. The DDI, with the advice of the Directorate Career Service Board, sets training policy for the Directorate, provides guidelines for components, and approves requests for full-time external training, foreign travel, and senior management training.

C. Types of Training

1. Training begins on the job and may include travel or rotational assignments. A wide variety of courses is offered by the Office of Training and by individual Office components. The Agency also finances a considerable amount of external training at universities and specialized schools.

2. Agency management takes the initiative in providing employees with the training it considers necessary to do the job. Even so, an employee should also suggest training which he considers appropriate and necessary in his particular position. Some courses and briefings designed to familiarize new personnel with Agency, DDI, and Office functions and operations are required. Other such courses (e.g., the Midcareer Course) are also available. Some specified types of training are required for all or certain categories of employees. Many types of specialized training are subject to grade or functional limitations. Agency support for external training is limited by quotas or availability of funds.

D. General Selection Criteria

Agency support of employee training depends on a number of considerations including:

- the relevance of the training to the employee's present or likely future assignment.
- the special needs of the Office, Service, or Staff.
- the long-term prospective benefits to the Agency.
- the cost of the training.
- the employee's performance record.
- the employee's capacity to benefit from the training.
- the extent to which the employee demonstrates a desire for self-improvement.

E. Academic Training

1. DDI Offices and Staffs may sponsor academic training for employees regardless of grade or position. According to the Government Employees Training Act, the training must be related to Agency needs and cannot be for the *sole* purpose of acquiring a degree.

2. Part-time academic training outside duty hours will usually be approved if the training is potentially beneficial to the Agency and if the money is available. The individual receiving this training normally must have at least one year of current continuous service in the Agency, meet the standards of the training facility, and intend to continue in the service of the Agency. The one-year service requirement may be waived in exceptional cases by the DDI.

3. Training during duty hours should always make use of Agency courses if they are available. However, components may sponsor or grant LWOP for part-time academic training during duty hours in exceptional cases, as determined by the DDI.

4. Each Office may recommend extended full-time sponsored academic training for a few individuals each year. At least one year of service with the Agency is required, although the DDI may waive this requirement. Selection for full-time external training is on a highly competitive basis. Anyone receiving such training is required by Federal Regulations to work for a period equal in length to at least three times the duration of the training program, but not less than one year, or reimburse the Agency for the cost incurred.

F. Management Training

DDI components will initiate training for those considered strong candidates for supervisory and managerial positions. Such training includes Fundamentals of Supervision, the Managerial Grid, and others within and outside the Agency. In addition, certain policy or management-oriented courses are available to senior persons. Selection depends on performance evaluation, competitive evaluation, grade, and potential assignments, in competition with nominees from throughout the Agency.

G. Training in Clerical Skills

1. DDI Offices and Staffs are urged to sponsor training for clerical employees in order to enable them to perform more effectively in their present positions and as an aid for their possible advancement.

2. The Agency no longer offers refresher courses in typing and shorthand. However, Offices may sponsor employees for shorthand and typing training at local adult education centers after duty hours. In addition, the Civil Service Commission offers a wide variety of courses designed especially for clericals. These courses range from basic courses -- i.e., basic reading, grammar, and typing -- to more sophisticated seminars -- i.e., "Office Management" -- designed for senior secretaries. These courses are conducted during office hours. Local community colleges also offer after hours courses in clerical and technical skills. See Section H., below, for information on the Off-Campus Program.

3. The Directorate Advancement Opportunities Program (AOP), which will be established during this fiscal year, will provide for the selection annually of a number of clericals to be placed in professional assignments and to receive on-the-job training, formal education, and other training that the individual may require in order to compete with other professionals in similar positions. The component career counseling officer or personnel officer may be consulted for assistance and information about the program.

H. Off-Campus Program

1. All employees are urged to take courses offered in the Agency's Off-Campus Program. Academic credits for these courses can be earned from the University of Virginia and American University (data processing). Most basic courses – i.e., writing, mathematics, management, accounting, speech – are offered in this Program, as well as courses in economics, international relations, geography, and history.

2. Employees interested in the Off-Campus Program should contact the component training officer.

I. Professional Associations

Attendance at professional gatherings is considered useful and is generally considered to be training. Within budgetary constraints for travel, such attendance may be sponsored when it is clearly related to the individual's work. Priority will be given to those employees who have a role in the proceedings of the group, such as presentation of a paper or who are members. When the budget does not permit sponsoring work-related meetings, it may be possible for an employee to attend at his own expense without charge to annual leave.

J. Foreign Travel

1. Foreign travel is considered important training for DDI professionals with specific area, language, or functional responsibility. The principal constraint on foreign travel is budgetary. Priority will be given to travel which serves specific Agency purposes. This type of travel includes:



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2. Besides this special-purpose travel, it is DDI policy that every area analyst will visit periodically his or her area of responsibility. Familiarization trips should be designed to give maximum benefit to the individual and the Agency. The receptivity and needs of particular US missions abroad, security, availability of funds, and the international situation will, of course, be major factors in deciding on such travel.

3. The ADDI is the approving officer for all foreign travel.

K. Details to Other CIA Offices

Details or rotational assignments within the DDI or to other directorates are considered as training-related. Specific assignments are determined by the needs of the Office borrowing the employee, the needs of the unit lending the employee, and the supervisor's view of the qualifications of the potential assignee. Such details usually come about as a result of invitations. Interested professionals should make their wishes known to their supervisor, but they must bear in mind that opportunities are very limited. Management will be highly selective, and the decision is up to the host Office. (See also Section X.)

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